



Introduction

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Prospective bidders should contact Ms. Carol J. Wilson either by phone at (602) 223-2452 or via email at cwilson@azdps.gov to receive the entire bidder's copy of the Request for Proposal.

1 INTRODUCTION

The Arizona Public Safety Communications Advisory Commission, hereinafter known as the "PSCC" on behalf of the Arizona Department of Public Safety (DPS), is acting as the primary agent to establish a contract for Public Safety Land Mobile Radio Communications System Design and Engineering Services. The purpose of this solicitation ("RFP") is to receive solutions-based Proposals from qualified entities ("Offerors"). It is anticipated that the project will require two (2) phases.

Phase I will involve conceptual design and engineering services for a statewide microwave system, land mobile radio system, and the facilities/towers required to support and house that infrastructure across Arizona. Phase I must be completed by 06/30/2007. Since each of the three (3) subject areas depends upon the others, the Offeror is to consider the design of each major area in concert with the needs of the other two. The Consultant will be responsible for documenting the functional, operational, technical capabilities, standards and requirements for each component of the DPS/PSCC project. The requirements will be compared against the needs of the participating agencies and the DPS/PSCC.

Phase II will involve assistance in preparing solicitation-ready, final-design documents for a Request for Proposal (RFP) for a systems integrator that will construct and implement the various components of a demonstration project. This phase will include assisting the DPS/PSCC support office in selecting and managing a systems integrator to integrate the acquisition and provision of all facilities, goods, and services required to complete the demonstration project per approved project plans, costs and schedules. Phase II must be completed by 06/30/2008. This will include attending on-site pre-proposal conferences, reading Proposals, attending on-site evaluation sessions, offering input, and providing periodic updates to the DPS/PSCC support office.

Consultant will assist the DPS/PSCC support office with evaluating the demonstration project systems integrator design and installation. The Consultant will assist DPS/PSCC support office with contract negotiations with prevailing integrator. The Consultant will be required to assist the DPS/PSCC support office during the design and implementation phases of the demonstration project system with plans, design review; installation, test monitoring, and to perform periodic quality assurance reviews of the demonstration system project. The Consultant will aid the DPS/PSCC support office in evaluating the demonstration system project. The Consultant will create and present to the DPS/PSCC a final report detailing the results of the demonstration system project evaluation.

An Optional Phase for consulting and quality assurance oversight services related to the new system detailed design may be activated at the State's discretion. At some reasonable point before, during, or after completion of Phase's I and II, at the DPS/PSCC's discretion and if funds are available, the selected Offeror may be required through negotiated change orders to engage in the Optional Phase of consulting and quality assurance oversight services. However, the DPS/PSCC may ultimately determine to issue a separate RFP for the Optional Phase for consulting and quality assurance oversight services.



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The DPS/PSCC is empowered by Arizona Revised Statute §41-1830.42, and is tasked with management oversight of this project. The DPS/PSCC retains final authority over the project. The DPS/PSCC support office is required to present a business plan to the Commission that will minimally report on: system performance specifications that will provide assurances the land mobile radio communications system will comply with all actual and pending national standards for such systems; and a detailed operation and maintenance plan that details how a single or group of, unified statewide public safety communications systems will be created and operated.

The business plan is to be supported by intergovernmental or other substitute agreements between the state and each participating public safety agency.

Following delivery of each deliverable, the Consultant will make presentations to meetings of the DPS/PSCC.

One primary Consultant will be awarded a contract resulting from this RFP. Consultants, though, may combine resources or use subcontractors when responding to the RFP.

Minimally, the successful Consultant must designate one Project Manager (PM) to manage and coordinate all phases of the project. An Alternate Project Manager must be designated and must be available during the Project Manager's absence. The Project Manager and/or the Alternate shall be available during normal office hours (Monday through Friday, 8:00 a.m. to 5:00 p.m., Arizona local time).

The PM or Alternate PM shall also be available for special circumstances to accommodate DPS/PSCC support office staff while this project is being conducted. The assigned Project Manager and Alternate Project Manager cannot be substituted at any time during the period of the contract without the consent of the DPS/PSCC support office. The DPS/PSCC support office reserves the right to select, approve or reject the Project Manager and/or the Alternate Project Manager at any time.

NOTE: The DPS/PSCC seeks to procure these services from an unbiased Consultant. To that end, Consultants shall reveal to the DPS/PSCC all relationships with individuals and/or firms that are involved in the types of products and services identified within. To continue this effort, the resulting Consultant shall update the DPS/PSCC regarding any relationships with such firms that develop during the contract period and shall inform the DPS/PSCC of all information received from such firms.



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2 BACKGROUND

Although citizens depend on and value the critical assistance provided by public safety agencies, many are not aware of the extreme efforts that public safety providers are forced to employ to simply communicate with each other to protect lives and property. All aspects of public safety operations— from the day-to-day incidents to disasters that require numerous agencies— suffer from radio communications issues, which hamper the ability to effectively respond to issues and create delays and risks that can carry grave consequences.

When multiple agencies from different or multiple jurisdictions currently respond to incidents, they often have incompatible radio equipment and use different frequency bands for radio communications, rendering communications difficult, if not impossible. As a result, agencies have resorted to a number of methods to relay messages that create time delays, inefficiencies, and risks which can literally determine the difference between life and death.

The state of Arizona is at a crossroads in its provisioning of public safety land mobile radio communications services. Multi-jurisdictional interoperability is challenged by budget cycles, radio spectrum, limited planning, incompatible equipment and proprietary protocols. Furthermore, since the tragic events that occurred on September 11, 2001, the national and state focus on homeland security has further emphasized the critical need for radio voice and data technologies to support public safety "first responders" into the foreseeable future.

While all public safety agencies have a need to upgrade communication capabilities to serve their specific communities, it became clear that a greater statewide effort was necessary to address multiple-agency/cross-jurisdictional communications needed during large-scale events and natural disasters affecting the state. Moreover, many citizens are not privy to the cumbersome technical and operational workarounds employed by public safety providers to provide services and conduct day-to-day operations.

To address these issues, a vision for a modern statewide voice and mobile-data network which will support local public safety operations as well as providing a robust statewide infrastructure to support wide-area coverage for all agencies has been developed over the past few years. It is widely understood that this initiative is a long-term, complex and expensive undertaking that requires a high level of accountability, management and operational control to be successful. Therefore, it is critical that the issues are clearly defined, a plan of action is created with key milestones and resource requirements, and appropriate political backing and funding are secured to achieve the vision.

Currently, the statewide microwave network and associated state agency radio systems are managed by engineers and technicians employed by the Arizona Department of Public Safety (DPS). The state-owned microwave network, which could serve as the statewide infrastructure, is badly in need of modernization, including a need to transition from analog to digital technology. The four- to five-decade-old technologies and infrastructures of concrete and steel in Arizona have survived well beyond their anticipated life cycles and are in desperate need of replacement and modernization. DPS staffing levels and current funding are inadequate for the proper planning, development, deployment and operational management of any future network that becomes a part of the State's public safety infrastructure. Further, this issue transcends the needs and sole use of state agencies since it affects all public safety entities working within the state.



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2.1 Vision

Our Vision statement describes what the DPS/PSCC must ultimately accomplish to be viewed as successful. It reflects a destination for the DPS/PSCC and its high ideals. The Vision statement of the DPS/PSCC is:

“Enable real-time, interoperable communications between local, county, state, tribal, and federal public safety entities in the State of Arizona to effectively protect lives and property.”

The system will provide all of the components of standards-based land mobile radio communications network(s) to meet the needs of the local public safety community.

2.2 Objectives

Our objectives include:

Reuse of existing infrastructure when practical, such as antennas, microwave and other communications network resources and facilities to minimize costs and lessen environmental impact.

Deployment of a standards-based system that will provide for compatibility with other standards-based systems in the State. The needs assessment should determine future and current needs to interoperate with modern, standards-based land mobile radio communications systems currently installed or being planned in various counties and cities within the state of Arizona.

2.3 Mission, Values and Goals

Mission

The Mission statement expresses the DPS/PSCC's purpose and describes its overall role, responsibility and commitment in carrying out its functions to realize its vision. The Mission statement of the DPS/PSCC is:

In order to enable real-time, interoperable communications between local, county, state, tribal, and federal public safety entities in the State of Arizona to effectively protect lives and property, the DPS/PSCC will:

Promote the development and use of standards-based systems.

Capitalize on opportunities to share resources.

Apply best practices and lessons learned.

Provide effective and reliable radio communications between local, county, state, tribal, and federal public safety agencies.



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Goals

Develop a business plan for the DPS/PSCC that includes a conceptual design, budget analysis, system-performance specifications, and an operating and maintenance plan.

Facilitate the execution of intergovernmental or substitute agreements between the DPS/PSCC and the partner jurisdictions obligating each with specific responsibilities that will further the implementation, operation, support and maintenance of the DPS/PSCC components.

Recommend to the DPS/PSCC - policy, procedures and expenditures that will further the DPS/PSCC project in a manner benefiting the citizens of Arizona and the public safety community.

Acquire funding.

Invite participation in the DPS/PSCC network by other self-funded local, state, tribal and federal agencies.

Improve communications interoperability between the project partner agencies and other local, state, county, tribal and federal agencies with whom they must communicate.

Implement a land mobile radio communications network that utilizes modern, state-of-the-art technology to support the land mobile radio communications needs of the public safety first responders and to improve communications interoperability between Arizona public safety agencies.

2.4 Interoperability

The system will allow for "interoperability," which means first responders from different agencies and disciplines can talk directly, in real-time to each other, to better coordinate emergency response activities. The DPS/PSCC has adopted the following definition of interoperability to guide our activities.

"Seamless interagency and inter-discipline public safety communications without complicated processes or procedures for task force events, mutual aid incidents, as well as day-to-day operations irrespective of agencies' technical systems."

2.5 Partnerships

The statewide public safety land mobile radio communications system will serve traditional and non-traditional public safety agencies in the state of Arizona. This multi-disciplinary and multi-jurisdictional approach was determined to be an essential component of the communications system design. Collectively these entities are responsible for providing public safety and emergency management services to the state populace, and most specifically to their individual jurisdictions.



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2.6 Governance

The PSCC Commissioners commonly believe ownership should be shared across stakeholders, but that ultimate responsibility will still need to reside with one body, perhaps the DPS/PSCC itself. Other key requirements for governance and ownership in the view of the Commissioners:

1. Governance and ownership should leverage knowledge from previous state and local initiatives.
2. Governance and ownership will comprise two stages for the solution: 1) building the infrastructure funded and governed by the state, and 2) ongoing operations funded and governed by participating agencies.
3. Governance will change over time, and events (e.g., 9-11) can impact the model.
4. Type of solution will dictate management and operation of the solution.
5. Larger entities may have a bigger say in the overall plan and governance.
6. Explore existing models for ownership and governance to ascertain applicability: e.g., ACJIS, Michigan, Criminal Justice Commission, Las Vegas, and Phoenix.

2.7 Service Life and Sustained Maintenance

The systems purchased are expected to have a supported service life of at least 20 years and to be compatible to the maximum extent practical with evolving technological innovations that can be reasonably foreseen.

2.8 Cooperation with Partner Agencies

Partner agencies will be invited to participate in the interest of developing a statewide system that can easily accommodate local, county, state, tribal, and federal users and/or promote interoperability with systems deployed by those agencies.



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3 SCOPE OF WORK

The Consultant shall work with the DPS/PSCC support office staff to review and understand the DPS/PSCC's operational and interoperability requirements, and the Federal Communications Commission (FCC) 2013 mandates for public safety frequency use and systems interoperability mandates. The Consultant will complete a comprehensive conceptual design of a future statewide Public Safety Land Mobile Radio (LMR) communications system and document the required backbone microwave capacity to support the LMR system. In addition, the Consultant shall determine and document the equipment space, including tower requirements for microwave and LMR, power, and air conditioning requirements for all LMR and related equipment.

This work will culminate in the development of a business case document that identifies and compares alternative approaches to construction and deployment of the state's public safety wireless communication infrastructure.

The following are **not** included within the scope of this RFP:

1. Construction of microwave system.
2. Construction of facility/towers.
3. Purchase, installation, or deployment of land mobile radio system equipment.
4. FCC public safety radio spectrum licensing applications or ongoing statewide frequency management and coordination.
5. Quality assurance of construction and deployment of microwave system, land mobile radio system, and facility/towers contract performance.
6. Project management implementation of the microwave system, land mobile radio system, and facility/towers contracts.

As a part of this RFP, the Consultant will create and present a high-level implementation plan for the recommended construction and deployment of a portion of the conceptual design that will be known as the "demonstration project."

Upon DPS/PSCC support office approval, the Consultant will develop a proposed statement of work and develop the mandatory and desired requirements for RFPs leading to the detailed design, construction and deployment of the demonstration project.



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Phased Approach and Deliverables

The Consultant shall use a phased approach to accomplish the work. Anticipated task stages are set forth below.

3.1 Phase I – Business Plan Development

In consultation with the DPS/PSCC support office, the Consultant shall publish and present a **“Recommended Detailed Business Plan.”** The plan shall:

- A. Detail DPS/PSCC program goals and objectives.
- B. Detail options for a long-term governance plan.
- C. Detail a strategy for acquiring the services, equipment and facilities necessary to achieve the DPS/PSCC mission.
- D. Detail life-cycle support models for operating and maintaining new systems and facilities for a minimum of 20 years.
- E. Detail a cost sharing model for sustaining new systems and facilities in the future.
- F. Detail systems operating, maintenance and replacement cost projections.
- G. Create staffing models for systems maintenance and engineering support functions.
- H. Detail project risks and provide a management plan.
- I. Detail an order of magnitude estimate of the cost to implement the program goals and objectives and a timetable to achieve the implementation of the demonstration project.
- J. Detail an order of magnitude estimate of the cost to implement the program goals and objectives and a timetable to achieve the implementation of the total statewide LMR project.
- K. Detail a frequency spectrum and channel plan.
- L. Assist PSCC support office in development of a Project Investment Justification document as required by the Government Information Technology Agency (GITA), web link: http://www.gita.state.az.us/project_pij_monitoring/.



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- M. Draft language for intergovernmental agreements to be implemented between the partner agencies.
- N. Draft language for intergovernmental agreements for shared use of other agencies resources and assets.

3.2 Phase I - Conceptual Architecture Planning

In consultation with the DPS/PSCC support office, the Consultant shall prepare a complete comprehensive **"System Architecture Report."** The report shall describe in detail the "To-Be Model" that is to be achieved by the DPS/PSCC project. Section 6, Other References, contains a list of references for national standards that should be referenced and cited from as applicable.

As a part of this work, the Consultant shall perform the following work:

- A. Develop conceptual land mobile radio communications systems preliminary engineering design drawings, diagrams, and schematics for the recommended system solution.
- B. Provide channel loading statistics for a land mobile radio communications system. These statistics will consider all state agencies as well as other public safety and municipal agencies that might predictably migrate to the system.
- C. Develop a channel plan that maximizes the resources available, devise a frequency reuse strategy, determine the capacity of the channels, and if required, suggest additional channels of sufficient quantity to meet the present and anticipated requirements not met by existing channels.
- D. Design and include contingency programming for all of the subscriber equipment that will be loaded into the units for potential public safety emergencies.
- E. Consider any potential interference (both co-channel and adjacent channel) to or from existing users when developing the channel plan.
- F. DPS has a significant number of existing communications sites; however, the Consultant may desire to propose new communication sites to facilitate a design. The Consultant shall confirm the viability of using existing sites and recommend any new sites that might be required to achieve the project objectives. The Consultant shall document these new communication sites or other infrastructure architecture changes that are necessary to achieve the required coverage. The Consultant's design shall develop options that will increase the coverage reliability. The Consultant shall consider the use of existing radio system assets when it is technically possible and the equipment is of satisfactory condition and quality.
- G. Create top-level system performance and operational objectives, and identify measurement tools.



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- H. Detail a plan for a phased approach to implementing a new statewide LMR communications system. The plan shall include detailed information on how the DPS/PSCC participants will transition from their present radio system to a statewide system.
- I. Provide costs and timelines for each phase detailed in a software project program such as Microsoft Project Manager.
- J. Recognize in conceptual design the need for some public safety personnel in tactical situations to operate in conventional, simplex, analog modes. System design must also consider statewide tactical use of VHF frequencies in a conventional mode. The conceptual design must also address whether agencies can operate in a consolidated system on an analog basis or whether all units in the consolidated system must operate in a digital mode.
- K. Conduct a frequency assessment for all FCC-licensed public safety radio spectrum currently in use by state agencies, the State-Use 700 MHz band, and other frequencies that are identified by the DPS/PSCC support office. Once the Consultant has developed a conceptual design for the land mobile radio system and can determine core sites, the Consultant is to develop and present a statewide composite comparison coverage estimate.
- L. Indicate the maximum capabilities of the fully expanded system, when the project participants can expect to reach the system's limitations, what the options are once that point is reached, and what model was used for predicting channel utilization. The DPS/PSCC expects the systems proposed to have expansion capability to operate with full functionality and without blocked calls at the projected peak loading for a minimum of 20 years after the date of final acceptance.
- M. Create and present a high-level implementation plan for the recommended system construction and deployment. Each phase should include the land mobile radio system, microwave system, facilities, and towers. As each phase of infrastructure is constructed and made operable, loading of subscribers shall begin. The Consultant should estimate how this can be accomplished along with major milestones. At the end of these phases, the system shall be completely operable.

3.3 Phase II – Procurement Technical Specification (Solicitation-Ready, Final-Design Document Preparation Demonstration Project)

The purpose of the public safety wireless land mobile radio communications demonstration project is for the DPS/PSCC to better understand the scope, scale, and estimated cost for construction. Working in conjunction with the DPS/PSCC support office, the Consultant shall create the “**technical specification of an RFP**” to be issued by the DPS/PSCC support office to accurately and clearly represent the conceptual system design demonstration project for a systems integrator.



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A. At a minimum, the following shall be included.

1. Create top-level system performance and operational objectives, and identify measurement tools for the demonstration project.
2. Industry standards requirements.
3. Radio frequency coverage test requirements.
4. Equipment- and systems-acceptance test requirements.
5. User operational and maintenance training requirements.
6. Document deliverables such as technical "as-built" drawings and user manuals.
7. Facility specifications to meet the demonstration project requirements.
8. User performance/measurement feedback, review and discussion.

The Consultant shall create a technical Proposal evaluation process and scoring criteria.

3.4 Phase II - Systems Integrator RFP Solicitation Support

As a part of this work, the Consultant shall perform the following work:

- A. Prepare RFP distribution list.
- B. Participate in pre-proposal conference.
- C. Assist the DPS/PSCC support office by responding to written clarification questions submitted from prospective Offerors.
- D. Assist the DPS/PSCC support office with review and initial scoring of technical Proposals according to technical scoring criteria.
- E. Prepare the DPS/PSCC support office transmittal to respective Offerors, any interrogatory questions on technical component of all Proposals needed to help clarify the Offeror's offer. Review all Offeror responses.
- F. Participate in, and facilitate oral interviews with most qualified Offerors.
- G. Follow-up with additional questions as necessary to ensure all technical issues are clarified.
- H. Support the DPS/PSCC's support office call for best-and-final offer (BAFO).
- I. Review Offeror responses, oral presentations, BAFO, and amend initial technical scores as needed to reflect final Proposal grades. Issue final technical evaluation scores and source selection recommendation to the DPS/PSCC support office.



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- J. Participate in technical contract negotiations. Update the technical specification such that it conforms to the negotiated technical, functional, and deliverable requirements.
- K. Support any possible public records requests and formal protests lodged regarding the solicitation process and outcome.

3.5 Phase II - Technical and Project Management Oversight

As a part of this work, the Consultant shall perform the following work:

- A. Participate in the project kick-off meeting, and scheduled project status meetings and/or teleconferences held with the systems integrator throughout the duration of the land mobile radio system demonstration project contract.
- B. Oversee technical data exchange between the DPS/PSCC partner agencies and the systems integrator during the detailed design phase of the demonstration project.
- C. Review, provide comments on, or recommend approval of the systems integrator's detailed system design package(s) for contractual compliance and for technical suitability according to the DPS/PSCC participant user needs.
- D. Assist in the oversight of the systems integrator's work as it relates to construction and/or modification of facilities, factory staging and test, installation and check-out, formal acceptance testing and operational "cut-over" and commissioning of systems equipment.
- E. Assist DPS/PSCC support office in the development and implementation of operations and maintenance standards, policies, procedures and management structure to sustain systems after final acceptance.
- F. Develop/create/support a method to provide user feedback from user groups and a method to judge user satisfaction.

3.6 Document Deliverables' Requirements

To provide an opportunity for the DPS/PSCC support office to review and comment on draft deliverables, the Consultant will be required to conduct oral briefings on the specific contents of each deliverable, and provide a mechanism and period of time to capture comments and recommendations before producing a final draft document for review and comment by the DPS/PSCC. Following review of the final draft by the DPS/PSCC support office, an oral presentation will be made to the DPS/PSCC for final comment. After this presentation, a finished product may be published and delivered. Comments obtained through the review process shall be documented with a notation of how individual items were resolved or handled. This documentation shall be submitted in an addendum to the deliverable report for historical record keeping purposes.



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Final submission of reports, coverage maps and documents shall require seventeen (17) original printed copies and one electronic copy on CD-ROM presented in the file format for the most current version of the following applications: Microsoft Project, Microsoft Visio, Microsoft Word, Microsoft Excel, Microsoft PowerPoint, Microsoft Access, or AutoCAD. Other file formats must be approved in advance by the DPS/PSCC support office.

3.7 Schedule

The DPS/PSCC desires to have Phases I and II completed within twenty-four (24) months following the date action is taken by the DPS/PSCC to approve a contract with the selected Consultant. However, the DPS/PSCC is willing to consider alternate timelines Offeror might propose if Offeror can demonstrate that the alternate timeline will result in a more complete product.

3.8 Optional Phase - Consulting and Quality Assurance Oversight for Detailed Design of the System

DPS/PSCC in its sole and absolute discretion may choose to proceed with an optional Phase of consulting and quality assurance services on the detailed design of the microwave system, land mobile radio system, and facility/towers. In the event DPS/PSCC desires to proceed with the Phase I and II Contractor for the Optional Phase services, the parties will attempt to negotiate mutually agreeable amendment(s) to the contract for the performance of such work.

Prior to commencing the Optional Phase services, the parties must negotiate a not to exceed fee for each deliverable negotiated within the statement of work.

In the event the DPS/PSCC does not negotiate a satisfactory contract amendment(s) with the Phase I and II Consultant for the Optional Phase services, the DPS/PSCC reserves the right to re-solicit with other potential Contractors for all or part of the Optional Phase services.

Progress payments - The terms of the contract payments in Optional Phase will be negotiated with the Consultant.